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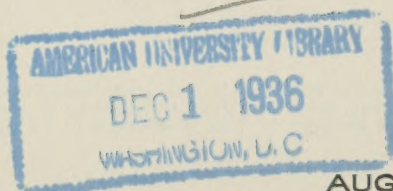
# THE AMERICAN UNIVERSITY BULLETIN

Washington, D. C.

## *The* SCHOOL of PUBLIC AFFAIRS

*Announcement of*  
“IN SERVICE”  
TRAINING PROGRAM  
*for*  
FEDERAL EMPLOYEES

FIRST SEMESTER, 1935 - 36





## SCHOOL OF PUBLIC AFFAIRS

### OFFICERS

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- ARTHUR S. FLEMMING, *Director*. B.A., Ohio Wesleyan; M.A., American; LL.B., George Washington.
- EMERY E. OLSON, *Director of "In Service" Training Division*. A.B., A.M., J.D., Southern California.
- HERBERT E. WALTER, *Business Manager*. Washington School of Accountancy; Alexander Hamilton Institute.
- BERNICE B. CASH, *Secretary*. B.S., M.S., Maryland.
- ANNE JENSEN, *Librarian*. M.A., Des Moines; B.S. in L.S., Illinois.
- RAYMOND T. SPAETH, *Assistant Business Manager and Bursar*. B.A., American; M. Bus. Adm., Harvard.

### FACULTY

- EMERY E. OLSON, *Professor of Public Administration*. A.B., A.M., J.D., Southern California.
- CLYDE B. AITCHISON, *Lecturer on Interstate Commerce and Administrative Law*. B.Sc., LL.D., Hastings; M.A., Oregon; Ph.D., American. (Member, Interstate Commerce Commission.)
- ISMAR BARUCH, *Lecturer on Public Administration*. Ph.B., Brown; M.A., Princeton; LL.B., George Washington. (Chief, Division of Personnel Classification, United States Civil Service Commission.)
- FREDERICK F. BLACHLY, *Lecturer on Political Science and Public Administration*. B.A., Oberlin; Ph.D., Columbia. (Staff Member, Institute for Government Research of Brookings Institution.)
- ERNEST M. FISHER, *Visiting Professor in Land Economics*. B.A., Coe College; M.A., University of Wisconsin; Ph.D., Northwestern. (Professor of Real Estate Management, University of Michigan; Director of Division of Economics and Statistics, Federal Housing Administration.)
- CHARLES WEST, *Lecturer on Political Science and Public Administration*. A.B., M.A., Ohio Wesleyan University; M.A., Harvard; LL.D., National. (Under-secretary of the Interior.)
- *Lecturer on Administrative Statistics*. (Appointment to be announced on or about September 10.)

### SOCIAL SCIENCE ADVISORY COUNCIL

(Appointed by Chancellor of University to coordinate social science program of entire University)

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## FOREWORD

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THE AMERICAN UNIVERSITY consists of a College of Liberal Arts, occupying an eighty-acre campus near the junction of Massachusetts and Nebraska Avenues; a Graduate School specializing in the social sciences, with central offices and class-rooms on F Street between Nineteenth and Twentieth Streets; and a School of Public Affairs.

The School of Public Affairs was founded in March, 1934, for the purpose of serving two distinct groups of students, namely, (1) employes of the Federal Government who desire to obtain special training which will enable them to prepare themselves for positions of greater responsibility, and (2) teachers and students of the social sciences who desire to obtain a first-hand picture of the manner in which the Federal Government is dealing with current problems.

In the development of these two programs the University is placing primary emphasis on round table discussions led by outstanding experts in and out of Government circles, and supervised by men and women with broad academic training.

The School's projects are closely related to the emphasis that the entire University is placing on the development of an outstanding program in the field of the social sciences.

The School of Public Affairs does not grant degrees. Its sole purpose is to act as a service institution for students desiring to do specialized work in the field of Government. All of its courses, however, are worked out in conformity with the highest academic standards, with the end in view that students participating in the School's various programs will be able to obtain academic credit which, in turn, can be transferred to institutions from which they desire to receive degrees. Only those persons who are graduates of accredited institutions of higher learning or who have advanced standing in accredited institutions of higher learning are permitted to enroll in the School for the purpose of obtaining academic credit. Other persons may be admitted as special students.



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## THE "IN SERVICE" TRAINING PROGRAM

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THE "IN SERVICE" Training Program of the School of Public Affairs was inaugurated during the second semester of the academic year 1934-35. Employees of the Federal Government accorded it an enthusiastic reception. Consequently, it was possible for The American University to obtain a grant from the Rockefeller Foundation which insures the continuation and expansion of the program for the next three years. Dr. Emery E. Olson, formerly Dean of the School of Government of the University of Southern California, has been engaged by the University to serve as Professor of Public Administration and Director of the "In Service" Training Division.

The primary purpose of the School of Public Affairs in developing this program is to make it possible for employees of the Federal Government to become better acquainted with the problems which they are called upon to deal with in connection with their daily activities. In order to attain this goal the School has adopted the practice of calling upon outstanding experts in each field to discuss their problems with the members of the classes, and then, to provide the students with the opportunity of discussing their problems with these experts. The selection of experts, the coordinating of their lectures, the round table discussions, the preparation of reading lists, and the assignment of projects are all under the direction of members of The American University faculty.

The courses to be offered during the first semester of the academic year 1935-36 are described in detail in the next section of the bulletin.

### COOPERATION WITH DEPARTMENT OF AGRICULTURE GRADUATE SCHOOL

In light of the interest of the Graduate School of the United States Department of Agriculture in certain aspects of public personnel work it has been decided to offer two courses—Public Personnel Management and Technique of Supervision—on a co-operative basis. Persons desiring to enroll for either one of these courses may do so by filing their applications with either the Director of the Graduate School of the Department of Agriculture, or the Director of the School of Public Affairs of The American



University. Persons associated with the Graduate School of the Department of Agriculture are also cordially invited to participate in any of the other courses which are being offered by the School of Public Affairs.

#### REQUIREMENTS FOR ADMISSION

Employees of the Federal Government who desire to earn academic credit for their work in connection with this program looking toward a degree must satisfy the University's requirements for admission as either Juniors or Seniors in the undergraduate division of the University, or as graduate students in the graduate division of the University.

Students desiring to enroll for a degree at the graduate level at The American University, or students already candidates for such a degree, should consult with the Dean of the Graduate School when enrolling for the "In Service" Training Courses to make sure that the courses in question will fit into their specific graduate programs.

Employees who do not meet the admission requirements mentioned above may, at the discretion of the administrative officials of the School, be admitted to the courses as special students. Students in this category will be urged to participate in the work of the classes on the same basis as other students and, if they do so, and if they complete the work in a satisfactory manner, they will be provided with a statement indicating that such is the case. The University is now in the process of working out a program leading to the award of a Certificate in Public Administration. As soon as this program is put into operation statements in connection with specific courses will be recognized as a partial fulfillment of the requirements for a Certificate in Public Administration.

#### HOW TO REGISTER

Persons who desire to participate in any of the courses in connection with the "In Service" Training Program may mail preliminary application blanks to the Secretary of the School of Public Affairs, 1901 F Street, N. W., at any time.

A person will not be considered as enrolled for a course, however, unless he enrolls in person at the office of the School of Public Affairs at 1901 F Street, N. W., between September 16 and September 23. The office will be open for registration purposes on Monday, Tuesday, Wednesday, Thursday and Friday from 3:30 to 6:00 P. M. On Saturday it will be open from 1:00 to 6:00 P. M.

Persons will be notified at the time of registration as to whether or not it will be possible for them to participate in the courses. (In the case of the courses in Public Personnel Management and Technique of Supervision, if a person desires to enroll for the work through the Department of Agriculture Graduate School, he should conform to the procedure which is followed by that organization.)

#### WHEN CLASSES BEGIN

Classes in connection with the "In Service" Training Program begin on Monday, September 23.

#### WHERE CLASSES WILL BE HELD

All classes will be held either at the Department of Agriculture or at 1905 F Street, N. W. The next section of the bulletin will provide students with specific information regarding each class.

#### FEEES

The fee for each course is set forth in connection with the description of the course.



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## COURSES OF STUDY

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**\*PUBLIC ADMINISTRATION 401 OR POLITICAL SCIENCE 449—PUBLIC PERSONNEL  
MANAGEMENT—***Dr. Olson, Mr. Keplinger*

The subject matter will include a statement and analysis of the principles and practice of personnel agencies; the historical background of American Personnel management; the rise and development of unions in the public service; the organization of Personnel Administration; general problems of recruitment; technique of testing; certification; classification; training; transfer and promotion; lay-off and reinstatement; efficiency records; welfare activities, sick leave, annual leave; political activity; service ethics; morale; discipline; conciliation boards and boards of review; retirement; interrelation of departmental personnel officers and the Civil Service Commission; the professional status and interests of public personnel managers; elements of a career service.

The plan of instruction provides for lectures by outstanding leaders each with a national reputation in some phase of the subject, and discussion of questions presented. On Mondays the time will be divided equally between the two types of procedure. In addition the group will be divided into sections meeting as clinical discussion groups on alternate Wednesday evenings where persons expert in particular subjects drawn from various government departments will act as technical advisors and consultants in the consideration of questions pertinent to the subjects announced. Completion of reading assignments, projects and examinations will be required for those desiring to receive credit.

*Monday, 5 to 6:30 p.m. (alternate Wednesdays 5-6:30 p.m.)—  
Department of Agriculture Auditorium  
Two semester hours credit—Fee: \$12*

**\*PUBLIC ADMINISTRATION 403 OR POLITICAL SCIENCE 451—TECHNIQUE OF  
SUPERVISION—***Dr. Olson, Mr. Keplinger*

The subject matter will include a consideration of effective methods of approach to executive and supervisory problems as related to government business; types of organization as they effect supervision; training; job analysis; job specifications; standardization; production control; measure of performance; unit costs; rating scales. In addition to a study of standard procedures now in use in government departments considerable emphasis will be placed on principles and trends, drawing freely on the experience and literature of industry as well as of the government.

Plan of instruction: Lectures by administrators in government, industry, and business as well as by recognized students of the subject, and classroom discussion of questions presented.

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\* Given in cooperation with Graduate School of Department of Agriculture. Mr. Peter Keplinger is the representative of the Graduate School in the organization and leadership of the course.

Completion of reading assignments, special projects and examinations will be required for those desiring to receive credit.

*Tuesday, 5 to 6:40 p.m.—Room A, 1905 F Street, N.W.*

*Two semester hours credit—Fee: \$12*

PUBLIC ADMINISTRATION 405 OR POLITICAL SCIENCE 453—PROBLEMS OF ADMINISTRATION COMMON TO ALL DEPARTMENTS ARISING OUT OF THEIR RELATIONSHIPS TO OTHER DEPARTMENTS AND THE PUBLIC—  
*Dr. Olson*

The subject matter concerns itself with the administrative principles and technique necessary to the efficient transaction of business with the Budget Bureau, Civil Service Commission, Procurement Division of the Treasury, Government Printing Office, Attorney General, Comptroller General, Legislative Committees, other government officers, and the public, including citizen delegations and the press.

Plan of instruction: Representatives of the various agencies concerned as well as outstanding administrators will lead the discussions. Completion of reading assignments, special projects, and examinations will be required for those desiring credit.

*Monday, 7:30-9:10 p.m.—Room A, 1905 F Street, N. W.*

*Two semester hours credit—Fee: \$15*

PUBLIC ADMINISTRATION 407 OR POLITICAL SCIENCE 455—THE DEVELOPMENT, INSTALLATION, AND ADMINISTRATION OF CLASSIFICATION AND COMPENSATION PLANS—  
*Mr. Baruch*

Basic principles of the classification of positions; relation of a classification plan to other phases of personnel administration; methods of developing classification and compensation plans in public jurisdictions; problems of installation; principles and methods of administration; the technique of analyzing the duties and responsibilities of positions for purposes of classification.

*Wednesday, 7:30 to 9:10 p.m.—Room A, 1905 F Street, N. W.*

*Two semester hours credit—Fee: \$15*

PUBLIC ADMINISTRATION 451 OR ECONOMICS 483—ADMINISTRATIVE STATISTICS OF THE FEDERAL GOVERNMENT—THEIR COLLECTION AND USE IN THE FORMULATION OF POLICIES—(*Course to be organized and supervised by instructor thoroughly acquainted with statistical operations of Federal Government. Appointment will be announced on or about September 10.*)

The course aims to survey the statistical work of the Federal Government as a whole. Emphasis will be placed on two main problems: The use of statistics in the making of administrative decisions, and on the work of agencies responsible for gathering and publishing statistical data.

At each meeting a lecture will be given by an economic analyst or a statistician in the Government service. Each lecturer will present material that has been developed in his particular field of statistical work. Discussion by members of the group will follow each lecture.

The part of the course dealing with the uses of statistics will show how data are used to measure, for example, the level of production, prices,



employment, and payrolls; the flow of income; activity in the distribution of goods and services; conditions in the money and capital markets; the situation in agriculture, unemployment, relief; and changes in the international financial position of the United States.

The part of the course devoted to the agencies responsible for gathering and publishing statistics will center on the problems of collecting data, setting up statistical services, and illustrating the differences between statistics which are collected directly to throw light on economic changes and those which are essentially a by-product of other activities.

The course is intended primarily for young men and women in the employ of the Federal Government who are concerned with statistics and their development or who wish to enter this field.

*Thursday, 7:30 to 9:10 p.m.—Room A, 1905 F Street, N. W.  
Two semester hours credit—Fee: \$15*

PUBLIC ADMINISTRATION 453 OR ECONOMICS 485—PROBLEMS IN ADMINISTRATIVE STATISTICS OF THE FEDERAL GOVERNMENT—(*Course to be organized and supervised by instructor thoroughly acquainted with statistical operations of Federal Government. Appointment will be announced on or about September 10.*)

This is an advanced course that aims to study problems that are involved in the collection and organization of statistics for administrative and research purposes. It is designed to review the arts and techniques in handling statistical materials that have been developed in different research and statistical laboratories of the Federal Government. Problems in methods of construction and presentation, in weighing, sampling, etc., will be studied in connection with their application in the organization and development of statistical data for use in public and business administration. Indexes of production, prices, employment, income, business and industrial activity, traffic, costs, agricultural conditions, money, credit, and others will be studied in detail with a view to understanding the steps and methods involved in their construction. Attention will also be given to the purposes for which the indexes may be used, as well as to their limitations. Problems of preparing schedules and necessary steps in the development of plans for statistical inquiries, together with methods of tabulation by different agencies, will be reviewed. Results of experiments with different methods of sampling in current and special inquiries in different branches of the Federal Government will be studied.

Meetings of the class will be conducted as seminars. At each meeting an economic analyst or statistician will be invited from one of the branches of the Government to present material bearing upon a particular problem with which he is concerned, and to participate in a discussion of the materials with members of the class.

*Friday, 7:30 to 9:10 p.m.—Room A, 1905 F Street, N. W.  
Two semester hours credit—Fee: \$15*

PUBLIC ADMINISTRATION 501-2 OR ECONOMICS 587-588—SEMINAR IN HOUSING AND HOME FINANCING—Dr. Fisher

The amount of attention currently being given to housing and home financing problems in this country is unusual. Both public and private

groups are active in the field, and Washington is a focal point of much of this activity. This course is designed as a forum where a small group of students may meet and discuss realistically, with outstanding workers in the field, a number of important issues. Among the subjects which will receive attention are the quantitative and qualitative evaluation of the nation's housing equipment or plant, its original and replacement cost, the cost of shelter in relation to other items in the family budget, and housing standards together with the related questions of slums and blighted areas, and of housing by public agencies, here and abroad. Housing, in its evolutionary aspect will be related to population shifts, to city growth and to neighborhood development. On the financial side, such subjects as the housing market, appraisal techniques, financing methods, and home financing institutions, public and private, will receive attention. The contributions of the Home Loan Bank Board, the Federal Housing Administration and other public agencies to the solution of the housing problem will be reviewed. Admittance to the course will be limited to graduate students who have an adequate training in economics, and preference will be given to those who have done research in Housing or Home Financing or who are employed by a Government Agency concerned with these problems.

*First and Second Semesters—Wednesday 6:15-8:45 p. m.*

*Room A, 1901 F Street, N. W.*

*Three Semester Hours Credit—Fee: \$30*

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#### OTHER COURSES OF INTEREST TO STUDENTS OF PUBLIC ADMINISTRATION

In addition to the "In Service" Training Program courses listed above the following courses given in cooperation with the Graduate School of The American University will undoubtedly prove to be of interest to students of public administration:

PUBLIC ADMINISTRATION 409-10 OR POLITICAL SCIENCE 441-442—PROBLEMS IN  
PUBLIC ADMINISTRATION—*Dr. Blachly*

This course will take up a study of the more important problems of public administration, and will compare the control of them in the leading countries of the world. The problems will include: the organization of the administrative system; the relationship of the administration to the legislature and to the judicial system; methods of controlling the administration; budget administration; tax administration; accounting administration; educational administration; and the administration and the control of economic enterprises.

*First and Second Semesters—Tuesday, Thursday 6:15-7:30 p.m.*

*Three semester hours credit—Fee: \$30*

PUBLIC ADMINISTRATION 503 OR POLITICAL SCIENCE 521—ADMINISTRATIVE  
LAW—*Dr. Aitchison*

A consideration of the subject of judicial control over administrative action in the United States. Among the topics treated are the distinctions between executive, judicial, and legislative functions; administrative dis-



cretion; conclusiveness of administrative determination; administrative and judicial proceedings for relief against actions of administrative officers.

*First and Second Semesters—Friday 5:15-7:30 p.m.  
One and one-half semester hours credit—Fee: \$15*

PUBLIC ADMINISTRATION 505-6 OR POLITICAL SCIENCE 535-6—INTERRELATIONSHIPS BETWEEN EXECUTIVE AND LEGISLATIVE BRANCHES OF THE FEDERAL GOVERNMENT—*Dr. West*

(For description of course consult Graduate School Bulletin)

PUBLIC ADMINISTRATION 507-8 OR ECONOMICS 537-538—FEDERAL REGULATION OF COMMERCE—*Dr. Aitchison*

The history of the Commerce Clause of the Constitution, and of the principal decisions of the Supreme Court interpreting it will be studied; and also the development and structure of the principal acts of Congress under the clause and the administration thereof.

*First and Second Semesters—Friday, 5-6:15 p.m.  
One and one-half semesters hours credit—Fee: \$15*

#### THE GRADUATE SCHOOL

A comprehensive offering of graduate courses is available at convenient hours in the late afternoon at the University's Downtown Center at 1901 F Street, N. W., for those desiring to supplement their "In Service" Training Program with additional courses. Persons desiring information regarding the work offered at the Graduate School should write or telephone for the Graduate School Bulletin. The address is: The Registrar, American University Graduate School, 1901 F Street, N. W. The telephone number is: Metropolitan 2300.

#### THE COLLEGE OF LIBERAL ARTS

The American University, through its College of Liberal Arts, has developed a late afternoon program for juniors or seniors desiring to major in either economics, history, international affairs, or political science. Foundation courses as well as advanced work in all four of these fields are offered at hours convenient to the "In Service" training student who has not yet completed his undergraduate work. A special bulletin describing this work may be obtained by writing to The Registrar, College of Liberal Arts, or by 'phoning Metropolitan 2300.

THE SCHOOL OF PUBLIC AFFAIRS  
OF THE  
AMERICAN UNIVERSITY

*Preliminary Application Blank*

Name .....

Address .....

..... Telephone No. ....

Business Address .....

..... Telephone No. ....

Educational Background: (Degrees earned and institutions at which  
they were earned) .....

Character of present work: .....

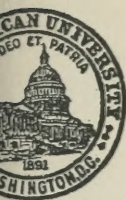
Courses desired: .....

I have definitely decided to register in person for the courses  
desired, at 1901 F Street N. W., between September 16 and  
September 23.

Signed .....

NOTE—If you are enrolling for either Public Personnel Management or  
Technique of Supervision you may send this blank either to the Secretary,  
School of Public Affairs, 1901 F Street, N. W., or to the Director, the Graduate  
School, Department of Agriculture. If you are enrolling for other courses or  
these two courses plus other courses you should send blank to the School  
of Public Affairs. You may register in person for any of these courses—even  
though you have not mailed the preliminary application blank.





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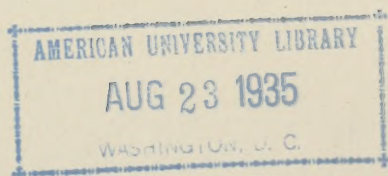
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AUGUST, 1935

## COLLEGE of LIBERAL ARTS

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